angello

Ecosystem Leaders Playbook

in partnership with

FAITH DRIVEN ENTREPRENEUR

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step 01 Context

02 Vision & Purpose

03 Listening & Learning

04 Resourcing

05 Ecosystem Stages

06 Outcomes

07 Enabling Factors

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why a playbook?

‘It is not good for man to be alone’ Genesis 2:18

Entrepreneurship is often seen as a solo sport - the lone hero who succeeds through their determination and hard work. But the reality is different. Behind every Elon Musk or Steve Jobs are many people and partners working closely together to bring about success. The journey cannot be achieved alone. This is particularly true for the Christian entrepreneur. We were created to be in community - with other believers and with our Creator. Without others to encourage, support and collaborate we will run out of energy or lose our way.

This playbook will help you build a faith driven entrepreneurial community in your city or country. It is a guidebook and diagnostic tool for leaders, to map and assess their local entrepreneurial ecosystem and a guide to help them provide entrepreneurs with the necessary tools and support that they require to succeed. Many resources and connections may already exist and it might just require bringing them together and making people aware of each other. In other cases, you may identify gaps which need to be filled and new connections that need to be made.

Finally, the distinctive characteristic of the Christian entrepreneur is that we are reliant on God and seek His wisdom. As Proverbs 9: 16 says ‘A man’s heart plans his course but the Lord determines His steps’. At each stage of this process take time to pray and discern what God is saying and doing.

What does the Playbook include?

- A step by step guide to the Angello Ecosystem Canvas
- A diagnostic and planning tool
- A toolbox for entrepreneurs and ecosystem leaders

‘if you want to go quickly, go alone. If you want to go far, go together.’

african proverb

Source: Photo by ali elliott on Unsplash

Imagine you are an explorer setting off to a remote and distant place. As you plan your journey you are going to ask yourself some critical questions and make sure that you have the people and resources to make sure you succeed.

In our experience, it takes a variety of individuals and organisations working together to enable an ecosystem to flourish. However, it can be challenging to create a common vision, build trust and establish alignment between different stakeholders. It also takes time. As you go on this journey it is important that you only travel at the speed of trust.

Building Trust

If you don’t know each other at the start of this process then we suggest that you spend time building relationships and understanding each other. This might be through a series of meals together or doing a Bible study with each other.

- Faith Driven Entrepreneur study - this may be a useful tool to get to know each other.
- Myers-Briggs personality type

Before setting off on your adventure, ask yourself these critical questions:

- Context: Where am I starting from?
- Vision: Where do I want to go and why? What do I hope to accomplish?
- Who: Who do I need on the journey with me? What are the skills and experience that I need?
- What: What resources/capabilities do I have at my disposal?
- How: How do I intend to achieve my vision?

glossary of terms

Like any market or sector, entrepreneurial ecosystems have many words and terms that are not commonly used in your everyday conversations. Especially within an international context, there can be differences in how terms are used, defined, or understood. The definitions below are intended to provide clarity regarding the key terms used in the canvas and guidebook.

- **Entrepreneurial Ecosystem**: A network of people supporting entrepreneurs, and the culture of trust and collaboration that allows them to interact successfully. The speed at which talent, information, and resources move through the ecosystem can affect entrepreneurs at each stage in their lifecycle.
- **Entrepreneurs**: The makers, doers, and dreamers in our society.
- Ecosystem leaders: Individuals who focus on building a system of support and resources for entrepreneurs in their communities or industries.
- **Faith Driven**: In terms of this document, this refers only to entrepreneurs and investors who are motivated by their Christian faith.

overview of the canvas

The image below depicts the Angello ecosystem canvas, that has been designed to help you assess and reflect on the state of your local ecosystem.

Angello Ecosystem Leaders Planning Canvas

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1. Context

Provide a description of your local ecosystem context:
- **Geographic location** (country, region, city):
- **Degree of urbanisation** (rural, urban):
- **Core industries** (IT, finance, agriculture, manufacturing etc.)
- **Maturity of local ecosystem** (new, developing, mature):
- **Christianity.** What is the state of the church? Is it growing, stagnating or declining? Does the church have a good theology of faith and work?

2. Vision & purpose

Identifying the current and future states of the ecosystem is a critical component of the environment review. This is because creating a shared vision helps all ecosystem players to rally around a common goal.
- **Ecosystem vision:** What is our vision of success? (Aspirations for the future state of the ecosystem)
- **Core values:** What are our core values? (How would you describe the faith-based values of the ecosystem?)

Guides and Resources for leaders and entrepreneurs:
- o Entrepreneur typology model
- o Ecosystem diagram

3. Listening & Learning

To facilitate its development, every ecosystem needs a diverse group of supporters.

Assessment: Who are some of the other key players within the ecosystem? (e.g., NGO's, Churches, Government, Businesses, Investors, international partners etc.) What do they offer/how do they add value to the ecosystem? Provide a description for each of the following categories; list specific examples.

- Leaders:
- Government:
- Talent:
- Role models:
- Networks:
- faith-based institutions (e.g. the local church)

4. Resourcing

Resource availability. Are the critical resources (money, competence, technology etc.) that are required by entrepreneurs in the ecosystem readily available? Are there platforms or systems in place to help facilitate access to these critical resources?

Assessment: Describe the availability per resources type. Provide an indication of the sources.

- Financial resources:
- ICT Infrastructure:
- Office space:

5a. Getting Started

This is where new entrepreneurs get inspired, learn best practices, develop skills, validate ideas, and begin to build their team and product.

Assessment: Provide a description of the resources availalbe in each of the following categories; list specific resources and examples.
**For guidance and a detailed breakdown of each of these categories, please refer to the guidebook.*

- Energize:
- Teach:
- Test:

Guides and Resources for leaders and entrepreneurs:
- o Video overview of Business Model Canvas [Link]
- o Brainstorming [Link]
- o Business plan template [Link]
- o Business model canvas [Link]

5b. Opening Doors

In this stage, entrepreneurs establish and formalize the company, develop the product, get feedback from customers, and prepare for the next stage of their business development.

Assessment: Provide a description of the resources availalbe in each of the following categories; list specific resources and examples.
**For guidance and a detailed breakdown of each of these categories, please refer to the guidebook.*

- Startup:
- Early development:
- Business launch:

Guides and Resources for leaders and entrepreneurs:
- o Lean Canvas
- o Investment Readiness Assessment

5c. Preparing For Growth

Here, a startup proves their utility, receives recognition, and scales up. This usually requires funding, angels, VCs, and ways to connect them to startups.

Assessment: Provide a description of the resources availalbe in each of the following categories; list specific resources and examples.
**For guidance and a detailed breakdown of each of these categories, please refer to the guidebook.*

- Networking:
- Financing:
- Growing:

Guides and Resources for leaders and entrepreneurs:
- o Creating an Investment pitch deck
- o How to Start a City Network playbook

6. Outcomes

- Increased support for local entrepreneurs.
- Development of the local entrepreneurial ecosystem in terms of support structures, resource availability, cutlure, networks.
- Ultimately this will lead to an increased number of local entrepreneurs.
- A thriving faith based entrepreneurial ecosystem.

Guides and Resources for leaders and entrepreneurs:
- o Quarterly Monitoring Report template

7. Enabling factors

What are the enabling factors and / conditions that will help us achieve our planned outcomes?
What are the identified stregths of your local ecosystem? What are the opportunities that can assist in the delivery of the planned outcomes?

Assess the:
- Strengths
- Opportunities

Guides and Resources for leaders and entrepreneurs:
- o SWOT analysis

8. Constraining factors

What are the constraining factors or risks (internal and external) that mean we might not achieve our planned outcomes?
What is the level of risk or the likelihood that this constraint could undermine the delivery of our planned outcomes?
How can we manage those constraints? / What is the mitigation strategy?

Assess the:
- Weaknesses
- Threats/risks

Guides and Resources for leaders and entrepreneurs:
- o SWOT analysis

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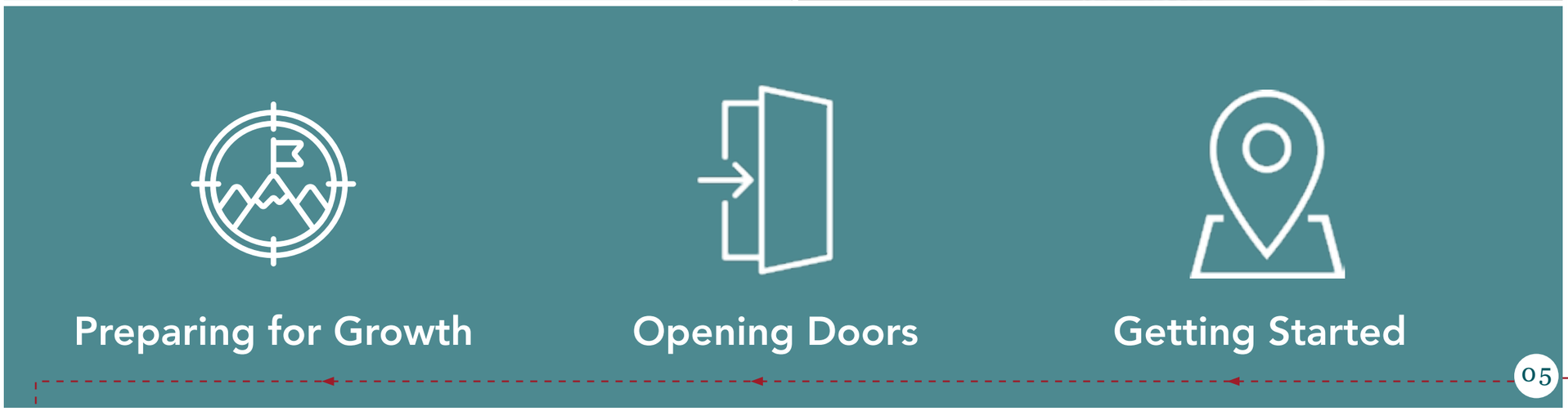

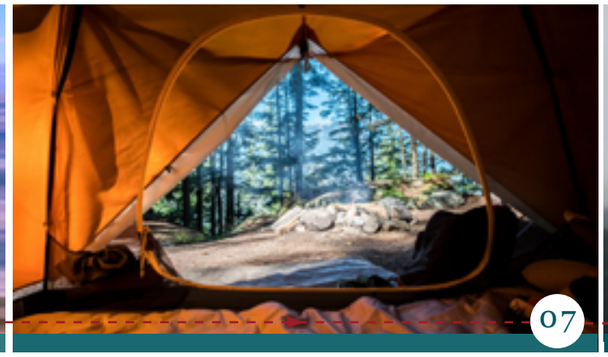

a step-by-step user guide

This is a step-by-step guide to help you complete the Angello Ecosystem canvas. The guide can be completed to assess entrepreneurial ecosystems by individual leaders or ideally used in collaboration with ecosystem stakeholders. Follow each step and complete the necessary information for each section as you progress through the guide.

01 Context
02 Vision & Purpose
03 Listening & Learning
04 Resourcing
05 Ecosystem Stages
06 Outcomes
07 Enabling Factors
08 Constraining Factors

01
Context

Where are you starting from?
What are the critical needs in your city or country?
What does the current context and entrepreneur ecosystem look like?

Provide an overview of your local ecosystem context by describing each of the following aspects:

- Geographic location (country, region, city)
- Where are the centres of entrepreneurship? (rural, urban)
- What are the growing industries? (IT, finance, agriculture, manufacturing etc.)
- Maturity of local ecosystem (new, developing, mature)
- Christianity. What is the state of the church?
  Is it growing, stagnating or declining?
  Does the church have a good theology of faith and work?

o SWOT analysis [Link]

Source: Photo by ali elliott on Unsplash

02
Vision & Purpose

Identifying the current and future states of the ecosystem is a critical component of the environment review. This is because creating a shared vision helps all ecosystem players to rally around a common goal. Some important questions to ask yourself:

Organisation Vision

- What has God put on your heart? What might success look like? In 10 years time what will be different?
- Core values: Describe the values of the ecosystem
- Who are you primarily called to serve?
- Which stage entrepreneur? Start-up to mature business
- Which type of entrepreneur? Rural micro-entrepreneur to the urban tech entrepreneur
- Christians only or engage with secular community

'You are blessed when you can show people how to cooperate instead of how to compete and fight. That is when you will discover who you really are and your place in God's family.'
Matthew 5:9 (The Message)

Ecosystem Vision

Aspirations for the future state of the ecosystem.

- What has God put on your heart? What might success look like? In 10 years time what will be different?
- Core values: Describe the values of the ecosystem?
- Who are you primarily called to serve?
    - Which stage entrepreneur? Start-up to mature business
    - Which type of entrepreneur? Rural micro-entrepreneur to the urban tech entrepreneur
    - Christians only or engage with secular community
- Which are the needs (gaps) that you identify as priorities? The Faith Driven Entrepreneurial Ecosystem diagram is a useful tool to help you pinpoint where the gaps may be.

Identifying Our Motivations & Fears

Each of us will have our own personal and organizational motivations as to why we are part of this gathering. We also may fear that others are a threat or competition to our work. Rather than ignore these it is important to acknowledge and understand these. This will help ensure that what we develop benefits all involved.

Guides and resources for leaders and entrepreneurs:

- Entrepreneur typology model [Link]
- Ecosystem diagram [Link]
- Motivations & Fears tool

What does success look like?

1. A unified and collaborative community of Christian leaders and organisations
2. Displaying deep trust and serving each other and their communities with love
3. Generous with their time and capital
4. Stewarding their philanthropic giving and investment wisely
5. Mentoring and supporting the next generation of business leaders
6. A pipeline of high growth, high impact businesses emerging
7. Christians known for blessing and transforming their communities

Source: Photo by Evan Wise on Unsplash

03

Listening & Learning

Successful communities need a strong core team which is aligned in vision and values and brings the right set of skills and expertise to the table. This is not a definitive list and some people may have multiple roles but having the right team members around the table will increase your chances of success.

Who do you already have in place? Who do you need to find?

- Catalyst: Energetic, visionary and is trusted and respected by a wide group of stakeholders. They like pioneering new initiatives. Ideally they are an entrepreneur and/ or investor so have real experience of the problems you are trying to address. They are able to communicate well and mobilise people.
- Anchor: This person has a passion for prayer and prophetic wisdom. They remind the whole team, especially the Catalyst and Organiser, not to rely on their own strength but to seek God in prayer.
- Organiser: These are doers. If you give them a vision then they are good at turning that into action. They create the plans, bring the structure and organise the resources to accomplish the task.
- Convener/ Community Builder: They have a pastoral heart for serving people, making connections and bringing people together. They are good at building bridges and helping to resolve conflict.
- Mentor: Ideally the team has someone experienced, who has been on this journey before, to act as a sounding board and guide. They are unlikely to have a hands-on role but rather they advise and ensure the right questions are being asked.

Mapping your Local Ecosystem

To facilitate its development, every ecosystem needs a diverse group of supporters and organisations working together. The first step is beginning to map out who these are and what they do.

- How would you describe your role within the ecosystem? (e.g. Mentor, Entrepreneur, Investor, Role model etc.)
- Who are some of the other key players within the ecosystem? (e.g. Business Networks, Accelerators, Investors, Churches, NGO's, Government, international partners etc.)
- What do they offer/how do they add value to the ecosystem?

Ecosystem mapping process - identify what already exists and where the gaps might be:

- Talent pool: At the core of any entrepreneurship ecosystem are its people. There must be a talent pool of skilled individuals who can start and staff the startups. What are the sources of these individuals (i.e. universities, technical colleges etc.)? How would you describe the size of this talent pool?
- Leaders: Who are the leaders within your ecosystem? The strongest ecosystems are deeply rooted and led by local leadership.
- Entrepreneurs: Identify local entrepreneurs. What are examples of local entrepreneur success stories?
- Networks: Describe the sophistication / access to local networks. How are networks formed within your ecosystem - formal or informal structures and networks? Is there a structured approach to facilitate collaboration and network building?

Guides and Resources for leaders and entrepreneurs:

- Entrepreneur Assessment - Marks of a Faith Driven Entrepreneur [Link]
- How to Start a City Network playbook [Link]

04 Resourcing

Describe the availability of critical resources (money, competence, technology etc.) that are required by entrepreneurs in the ecosystem.

Assessment: Describe the availability per resources type.

- Financial resources
- Office space
- Infrastructure (IT)

Are there platforms or systems in place to help facilitate access to these critical resources?

- What kinds of support structures (mentorship, training, networking etc.) are there to help support local entrepreneurs to access these critical resources?

Photo by Alice Donovan Rouse on Unsplash

05

Ecosystem Stages

Getting Started

This is the stage in which the entrepreneur generates ideas, recognizes opportunities, and studies the market idea. This is where new entrepreneurs get inspired, learn best practices, develop skills, validate ideas, and begin to build their team and product.

The table below will guide you through the various categories identified for this stage in the entrepreneurs journey. For each category a guide is provided to help you describe your own ecosystem.

Ecosystem assessment:

Category	Guidance	Describe your ecosystem
Energize	Success stories, networking & start-up events	
Teach	Start-up training for entrepreneurs	
Test	Events and resources to help entrepreneurs to test & validate their business plans	

Resources

The resources available here will help entrepreneurs to generate great business ideas, recognise opportunities through gaps in the market, be inspired by success stories, begin operational and financial planning, access prototyping tools, create a business plan, identify partnerships and networks, and even facilitate team building:

- Brainstorming [Link]
- Business plan template [Link]
- Business model canvas [Link]
- Video overview of Business Model Canvas [Link]

Opening Doors

The stage in which the entrepreneur launches the business and utilizes resources to achieve its goals. In this stage, entrepreneurs establish and formalize the company and develop their product.

Ecosystem assessment:

Category	Guidance	Describe your ecosystem
Startup	Law firms, accountants, banks & HR specialists that offer assistance for new companies	
	Workspace: Co-working and start-up workspaces	
Early development	Start-up incubators and mentorship	
Business launch	Platforms for local start-ups to present to investors	

Resources

This section provides you with resources to help you launch your business, achieve your business goals, implement the launch and operations of your venture, obtain funding and physical resources (premises, equipment, and employees) and provide you with support in accessing your markets:

- Lean Canvas [Link]
- Investment Readiness Assessment [Link]

Preparing for Growth

The stage of the journey in which the business enters the growth phase. Here, a start-up receives recognition, and scales up.

Ecosystem assessment:

Category	Guidance	Describe your ecosystem
Networking	What networking groups or events are available to facilitate connections between ecosystem stakeholders?	
Financing	Who are the investors in your ecosystem?	
Growing	Describe the infrastructure (i.e., office space/ HR/ insurance providers) available for local entrepreneurs to grow and scale their businesses	
	Are there any growth accelerators (i.e., programs to help companies to grow and scale) present in your ecosystem?	

Resources

These resources are for businesses which are more established and are looking to grow. Resources include planning for growth, building partnerships, mentorship, and finance to help entrepreneurs scale their businesses, obtaining additional resources required to grow the venture, in addition to access to wider markets:

- Creating an Investment pitch deck - guidelines for entrepreneurs [Link]
- How to Start a City Network playbook [Link]

Source: Photo by Aalok Atreya on Unsplash

06 Outcomes

What methods, metrics, or indicators do you apply to assess the progress of your ecosystem? (How do you measure growth/progress?)

- Increased size of the local ecosystem network
- Success stories: List companies here in alphabetical order, with links

- Quarterly Monitoring Report template [Link]

07

Enabling Factors

What are the enabling factors and / conditions that will help us achieve our planned outcomes? What are some of the greatest opportunities within your ecosystem? (e.g., the role of technology to facilitate ecosystem growth).
Identify your:

- Strengths
- Opportunities

o SWOT analysis [Link]

Photo by Scott Goodwill on Unsplash

Photo by Kirill Tonkikh on Unsplash

08

Constraining Factors

What are the constraining factors or risks (internal and external) that mean we might not achieve our planned outcomes? What is the level of risk or the likelihood that this constraint could undermine the delivery of our planned outcomes?

What are some of the key challenges that you have faced whilst developing your ecosystem? What are the specific things that you need in order for your ecosystem to grow – is there something that is currently lacking (access to finance, labour, a supportive culture?)
Identify your:

- Weaknesses
- Threats

o SWOT analysis [Link]

how can this tool help guide the development of your local ecosystem?

The Angello Ecosystem Canvas provides a tool to facilitate discussions among members of your local ecosystem. It is a tool designed to help bring entrepreneurs, leaders and other stakeholders together; to build a local network with a shared view of the ecosystem and a common vision for the future of the ecosystem.

The Angello Ecosystem Canvas will help you to:

- Understand the current state of your ecosystem: Stakeholders engage in identifying the strengths and weaknesses of the ecosystem.
- Identify gaps: Based on the current situation and the desired future state, stakeholders identify key needs that should be prioritized in order to develop the ecosystem.
- Identify good practices: Irrespective of where the gaps and opportunities are, key actors in an ecosystem discover good practices that should be shared and replicated and look for international good practices which may serve as a model for addressing the issues.
- Identify challenges: Specific areas of action and good practices to be amplified are laid out to become the basis of recommendations for activities going forward.
- Develop guidelines and recommendations: Based on a shared vision and understanding of the current landscape, recommendations for how to address challenges and exploit opportunities can be produced.
- Enhance collaboration: The Angello Ecosystem Canvas is a tool designed to help bring entrepreneurs - leaders and other stakeholders together; to build a local network with a shared view of the ecosystem and a common vision for the future of the ecosystem.

Tips for nurturing a successful ecosystem

- Led by local entrepreneurs, supported by others
- Takes the long-term view (10 - 20 years)
- Builds on local capabilities and resources
- Is inclusive of others who want to participate
- Organises activities and events to develop and build community

Read our series of Ecosystem Reports to find out more.

the journey ahead

For faith-driven entrepreneurs to flourish they need a vibrant entrepreneurial ecosystem. Having worked your way through the Angello Ecosystem Canvas and user guide, you are now well prepared for your journey ahead - to foster a thriving faith based entrepreneurial ecosystem.

Photo by Ali Kazal on Unsplash

"Ask God whether or not our journey will be successful." "Go in peace," the priest replied. "For the LORD is watching over your journey." Judges 18:5-6

toolbox

1. Angello ecosystem canvas
2. Entrepreneur typology model
3. Ecosystem diagram
4. Entrepreneur Assessment - Marks of a Faith Driven Entrepreneur
5. How to Start a City Network playbook
6. Brainstorming
7. Business plan template
8. Business model canvas
9. Video overview of Business Model Canvas
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